

Impact of Second-Order Leader-Member Exchange on Employee Advocacy in the Chinese Hotel Industry

Xiao Cui^{1,2}, Wan Salmubi Wan Mustaffa²

¹College of Tourism and Planning, Pingdingshan University, Pingdingshan, Henan, 467000, People's Republic of China, ²Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Perak, 35900, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v13-i2/21855> DOI:10.6007/IJAREMS/v13-i2/21855

Published Online: 29 June 2024

Abstract

This study investigates the impact of second-order leader-member exchange (LMX) on employee advocacy in the Chinese hotel industry. Utilizing leader-member exchange theory, the study hypothesizes that high-quality LMX can enhance employee advocacy behaviors. Data were collected from 386 employees in 6 five-star hotels across China and analyzed using covariance-based structural equation modeling to test the hypotheses. The results not only demonstrate the applicability of the second-order model in the Chinese hotel industry but also indicate that second-order LMX significantly and positively impacts employee advocacy. These findings offer valuable insights for hotel management practices, emphasizing the critical role of multidimensional LMX in fostering positive employee advocacy behaviors.

Keywords: Second-Order, Leader-Member Exchange, Employee Advocacy, Chinese Hotel Industry

Introduction

At present, the Chinese hotel sector is witnessing heightened market competition, spurred by technological progress and changing consumer habits (Kumar et al., 2024). How to gain consumers' favor in the fierce market competition is a major challenge for hotel managers at present. Employee advocacy is considered the most reliable method for brand promotion due to employees' high level of engagement and commitment to the brands they work for (Thomas, 2020). Employee advocacy refers to the promotion and representation of a company's brand, products, or services by its employees (Thelen, 2019). This behavior primarily involves employees actively promoting their organization through social media and other communication channels, helping to build a positive reputation for the company.

Previous studies have found that good social exchange relationships are important factors in promoting employee advocacy (Walden & Westerman, 2018). Additionally, related research has demonstrated the direct impact of unidimensional leader-member exchange (LMX) on employee advocacy in hotels in Izmir (Akgunduz et al., 2023). However, no studies have yet explored the influence of LMX using a multidimensional model on employee

advocacy in the Chinese hotel industry. The lack of this type of research hinders our comprehensive understanding of the complexities of multidimensional interactions between leaders and employees and their potential impact on employee behavior.

This study addresses the gap by examining the impact of second-order LMX on employee advocacy in the Chinese hotel industry, aiming to assess the model's applicability and investigate the relationship between Second-Order LMX and employee advocacy. The findings suggest that hotel managers can boost employee engagement and loyalty by improving emotional connections, supporting professional growth, and aligning tasks with employee skills. Investing in these leadership dimensions can transform employees into strong brand ambassadors, thereby enhancing brand promotion and strengthening the market position of hotels in the competitive Chinese hospitality sector.

Literature Review

Leader-member Exchange (LMX)

Leader-member exchange (LMX) theory explores the unique social and emotional exchanges between leaders and subordinates within the workplace (Gottfredson et al., 2020). This theory emphasizes the uniqueness of each leader-subordinate relationship, pointing out that the quality of interactions can vary, leading to the formation of "in-groups" and "out-groups" (Van Breukelen et al., 2006). Members of the "in-group" are favored with more resources and opportunities for challenging tasks due to the leader's trust and support (Anand et al., 2011). LMX theory views these relationships through the prism of social exchange, requiring that both parties contribute something valuable and perceive the exchange as equitable (Graen & Cashman, 1975). In a cultural setting like China's, where there is a strong emphasis on power distance, collectivism, and relational orientation, the dynamics of these social exchange relationships and their beneficial outcomes are crucial in organizational contexts (TYidang, 2013).

Two main viewpoints on the structure of leader-member exchange are single-dimensional and multi-dimensional. Initially, scholars thought leader-member exchange was one-dimensional, focusing only on work-related interactions (Graen & Scandura, 1987). The LMX-7 scale, developed by Graen and Uhl-Bien (1995), to evaluate the quality of the leader-member exchange relationship using seven items, has been widely cited by scholars. In reality, communication between leaders and employees is difficult to confine to work-related matters. The relationship between leaders and members is explained by role theory, which emphasizes that roles are multi-dimensional. Dienesch and Liden (1986) suggested that the nature of leader-member relationships changes based on the type of exchange, and identified three aspects: affect, loyalty, and contribution. Based on critical incident interviews, Liden and Maslyn (1998) expanded their measurement scale to include a fourth dimension, professional respect, along with affect, loyalty, and contribution.

Research has revealed that both unidimensional and multidimensional LMX has significant predictive power for employee task and contextual performance. However, multidimensional LMX exhibits greater predictive power than unidimensional LMX (Hui et al., 2004). Therefore, the multidimensional LMX scale has been selected for use in this study.

Employee Advocacy and Leader-member Exchange

Employee advocacy behavior refers to the behavior of employees who actively promote and support their organizations both internally and externally (Liu et al., 2022). In the existing literature, most researchers view advocacy behavior as an extra-role behavior that is an

important component of organizational citizenship behavior (Walden & Kingsley Westerman, 2018) or a type of boundary-spanning behaviors (Thelen, 2020). This behavior involves employees voluntarily sharing and promoting, which can enhance the organization's brand visibility and increase its competitiveness (Springer, 2015; Thelen, 2019). On one hand, when employees actively advocate for their organization, they typically exhibit higher job satisfaction and engagement Yeh (2014), and contribute to the creation of a positive organizational culture Men & Yue (2019), strengthening team cohesion, and fostering more effective internal communication and information sharing (Ghorbanzadeh et al., 2023). On the other hand, employees' positive endorsements can significantly boost potential customers' trust in, affinity for Morhart et al (2009), and loyalty to the brand (Latvala, 2017).

Leader-member exchange theory suggests that positive workplace experiences for employees stem from perceiving positive relationships between their leaders and core team members, which, in turn, leads to increased employee innovation Audenaert et al (2019), tend to perform better on their job Martin et al (2016), and decrease employees' intention to leave the organization (Niu et al., 2022). Besides, High-quality Leader-member exchange are also positively associated with work engagement Insan & Masmarulan (2021), knowledge-sharing behavior Sharifkhani et al (2016) and the well-being of followers (Abbas et al., 2021; Tordera et al., 2020). What is more, a positive LMX can also foster organizational citizenship behavior (Zhang et al., 2020). Given that employee advocacy is a form of organizational citizenship behavior, it is posited that Leader-member exchange significantly impacts employee advocacy. Based on the analysis above, Figure 1 illustrates the research model.

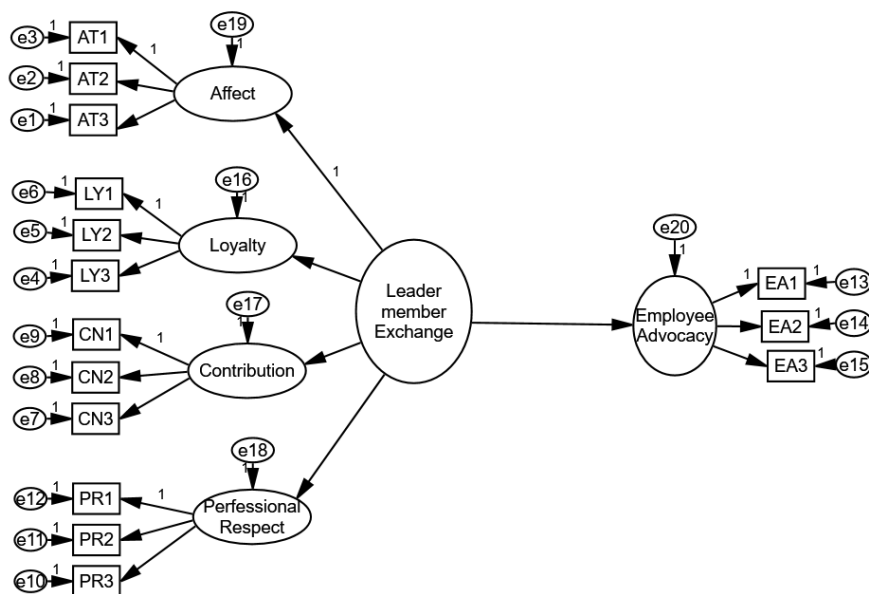


Figure 1. Research Model

Methodology

Participants and Procedures

This study focuses on surveying employees of five-star hotels in China, as these hotels place greater emphasis on brand building (He & Yang, 2021). Using G*Power, a software application for power analysis frequently utilized in the social, behavioral, and biomedical sciences Faul et al (2009), it was determined that a minimum sample size of 222 is required to achieve a confidence level of 99% ($\alpha=0.01$) and a medium effect size (0.3). Random sampling was conducted based on the list of five-star hotels provided on the China Tourist Hotel

Association's official website. The hotels were contacted to explain the research purpose, resulting in permission from 6 hotels to conduct the survey. In December 2023, questionnaires were distributed to employees via email. A total of 700 questionnaires were sent out, and 480 were submitted, yielding a response rate of 68.57%, of which 386 were deemed valid. A response rate exceeding 50% is typically considered satisfactory in the Chinese Five-star hotels (Yang et al., 2020). Table 1 provides the participants' demographic information.

Table 1
Demographics Information

	Category	N	%
Gender	Male	165	42.75%
	Female	221	57.25%
Age	18-30	200	51.81%
	31-45	120	31.09%
	>45	66	17.10%
Educational level	Diploma or Certificate	198	51.30%
	Bachelor's degree	160	41.45%
	Master 's degree	28	7.25%
Length of employment	<5 years	215	55.70%
	5-10 years	120	31.09%
	>10 years	51	13.21%
Total		386	100%

Measures

Leader-member exchange: The measure includes four dimensions—Affect, Loyalty, Contribution, and Professional Respect, measured by a total of 12 items comprising a scale developed by Liden and Maslyn (1998), Item examples include: "I have a great personal liking for my supervisor." ($\alpha=0.926$). Utilizing a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Employee Advocacy: the measurement was adapted from the scale of Van Dyne et al (1994) which comprises three items, exemplified by the item, "Actively promotes organization's products and services." ($\alpha=0.862$).

To ensure the accuracy of this study, the English questionnaire was translated by a bilingual administration expert and then back-translated by an independent expert who had no knowledge of the original text. The back-translated questionnaire was then compared with the original questionnaire to identify and correct potential translation biases.

Data Analysis and Findings

This study primarily utilizes Covariance-Based Structural Equation Modeling (CB-SEM) for analysis, which consists of two main components: measurement model analysis and structural model analysis. The measurement model analysis typically employs Confirmatory Factor Analysis (CFA). The goal of CFA is to determine whether the relationships among variables in the hypothesized model are reflected in the empirical sample data and to what extent these reflections are evident (McNeish & Wolf, 2023). The structural model, on the other hand, focuses on verifying the causal relationships between the variables in the model.

Multivariate Normality Test

The assumption of normality is essential for precise parameter estimation and trustworthy hypothesis testing in CB-SEM (Astrachan et al., 2014). Kim (2016) states that data can be considered roughly normal if the kurtosis is under 10 and the skewness is under 3, but more rigorous guidelines recommend values below 1. As shown in Table 1, AMOS was used to analyze the data, confirming that all variables met the stringent criteria. The kurtosis and skewness values were below 1, indicating multivariate normality.

Table 1

The kurtosis and skewness of every items

Constructs	Items	skew	kurtosis
Employee Advocacy	EA1	-.501	-.126
	EA2	-.427	-.256
	EA3	-.373	-.402
Professional Respect	PR1	-.593	-.285
	PR2	-.660	-.057
	PR3	-.573	-.342
Contribution	CN1	-.021	-.541
	CN2	-.318	-.417
	CN3	-.505	-.186
Leader- member Exchange	LY1	.087	-.500
	LY2	.022	-.565
	LY3	-.008	-.817
Loyalty	AT1	-.437	-.438
	AT2	-.517	-.191
	AT3	-.482	-.456

Evaluation of the LMX Measurement Model

Doll et al (1994) proposed using both first-order and second-order models for comprehensive analysis in second-order factor analysis. This study focuses on examining the second-order model of Leader-member exchange, which includes four factors and 12 observed variables. To evaluate the applicability of this second-order model, a comparative analysis was conducted between the first-order four-factor correlated model of LMX (Figure 1) and the second-order model (Figure 2).

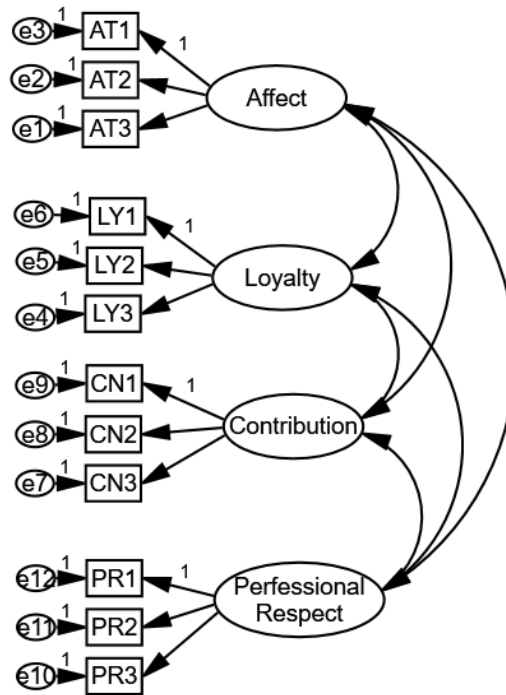


Figure 1 First-order Four-factor LMX Model

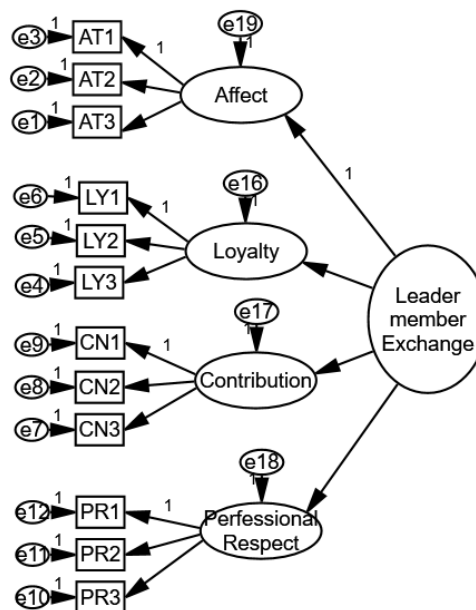


Figure 2 Second-order Model of LMX

Table 2

Model Fit for Leader-member Exchange

	χ^2	df	χ^2/df	GFI	AGFI	CFI	RMSEA	NFI
First-order	112.096	48	2.335	.954	.926	.977	.059	.961
Four-factor Model (Correlated)								
Second-order Model	120.627	50	2.413	.950	.922	.975	.061	.958
Suggested value			1-3	>0.9	>0.9	>0.9	<0.08	>0.9

Table 2 presents the goodness-of-fit indices for the LMX model, comparing the first-order four-factor model (correlated) and the second-order four-factor model. The fit indices for the first-order model and the second-order model both demonstrate good fit according to the suggested values: χ^2/df between 1-3, and fit indices (GFI, AGFI, CFI, NFI) above 0.9, with RMSEA below 0.08. Following Marsh and Hocevar (1985), the Target Coefficient (T-value) is calculated by the ratio of chi-square values of first-order to second-order models to determine if a second-order model can appropriately replace the first-order model, with a T-value close to 1 indicating a good fit. Furthermore, in this study, the chi-square values reported for the first-order and second-order models are 112.096 and 120.627, respectively. The calculated Target Coefficient (T-value) of 0.929 indicates that the second-order model accounts for 92.9% of the variance explained by the first-order model. This demonstrates that the second-order model retains most of the information from the first-order model while simplifying the structure, showing a high degree of consistency. Consequently, the second-order model is validated as a more parsimonious yet equally accurate representation of the first-order model. It effectively captures the core dimensions of Leader-Member Exchange. Therefore, in the subsequent structural equation modeling analyses, this study will employ the more streamlined second-order model.

Evaluation of the Pooled Constructs Model

The confirmatory factor analysis model for all variables includes Leader-Member Exchange and Employee Advocacy. Table 3 presents the goodness-of-fit indices for the pooled constructs model. This demonstrates that the model has a strong fit with the data. These indices collectively confirm that the pooled constructs model accurately represents the underlying data structure, supporting the validity of the measured constructs.

Table 3

Goodness-Fit Indices

	χ^2	df	χ^2/df	GFI	AGFI	CFI	RMSEA	NFI
Pooled Constructs Model	171.573	85	2.019	.944	.921	.976	.051	.953
Suggested value			1-3	>0.9	>0.9	>0.9	<0.08	>0.9

Table 4 provides an overview of the reliability and convergent validity for the pooled constructs model, which includes Leader-Member Exchange and its sub-dimensions, as well as Employee Advocacy. For Leader-Member Exchange, the factor loadings for its sub-dimensions range from .803 to .849, with a Composite Reliability (CR) of .893 and an Average Variance Extracted (AVE) of .675. The sub-dimension Affect, with items AT1, AT2, and AT3, shows factor loadings between .820 and .907, a CR of .903, and an AVE of .756. Similarly, Loyalty's items (LY1, LY2, LY3) have factor loadings from .743 to .815, a CR of .825, and an AVE of .611. Contribution's items (CN1, CN2, CN3) present factor loadings from .739 to .787, a CR of .787, and an AVE of .552. Professional Respect, with items PR1, PR2, and PR3, displays factor loadings between .800 and .887, a CR of .887, and an AVE of .724. Besides, the construct of Employee Advocacy is also included in the model, with items EA1, EA2, and EA3, which exhibit factor loadings ranging from .804 to .872, a CR of .865, and an AVE of .681. These results indicate good reliability and convergent validity for both the primary construct and its sub-dimensions.

Table 4

The reliability and convergent validity of the pooled constructs model

Construct	Items	S.E.	Factor Loadings	CR	AVE
Leader_member Exchange	Affect		.824	.893	.675
	Loyalty	.066	.810		
	Contribution	.065	.803		
	Professional_Respect	.079	.849		
Affect	AT1		.879	.903	.756
	AT2	.044	.907		
	AT3	.046	.820		
Loyalty	LY1		.786	.825	.611
	LY2	.069	.743		
	LY3	.071	.815		
Contribution	CN1		.733	.787	.552
	CN2	.082	.739		
	CN3	.082	.757		
Professional Respect	PR1		.874	.887	.724
	PR2	.045	.876		
	PR3	.046	.800		

Employee	EA1		.798	.865	.681
Advocacy	EA2	.057	.872		
	EA3	.058	.804		

Notes:CR=Composite Reliability; AVE=Average Variance Extracted

Besides, Table 5 presents the discriminant validity between the dimensions of Leader-Member Exchange and Employee Advocacy. The diagonal values represent the square root of the AVE for each construct. The value for Leader-Member Exchange is .822, and for Employee Advocacy, it is .825. The off-diagonal value, .748, indicates the correlation between them, which is lower than the square root of the AVE for both constructs, supporting discriminant validity.

Table 5
Discriminant Validity

Dimensions	Leader-member Exchange	Employee Advocacy
Leader-member Exchange	.822	
Employee Advocacy	.748	.825

Structural Equation Model

Figure 4 presents the results of the structural equation model, indicating a good fit with the following indices: GFI =0.944, AGFI =0.921, CFI =0.976, RMSEA =0.051, and NFI =0.953. Additionally, it demonstrates the statistical significance of the relationship between LMX and employee advocacy. The hypothesis of the study was confirmed, showing that LMX has a positive impact on employee advocacy in five-star hotels in China ($\beta= 0.75$, S.E = 0.117, $p < 0.001$).

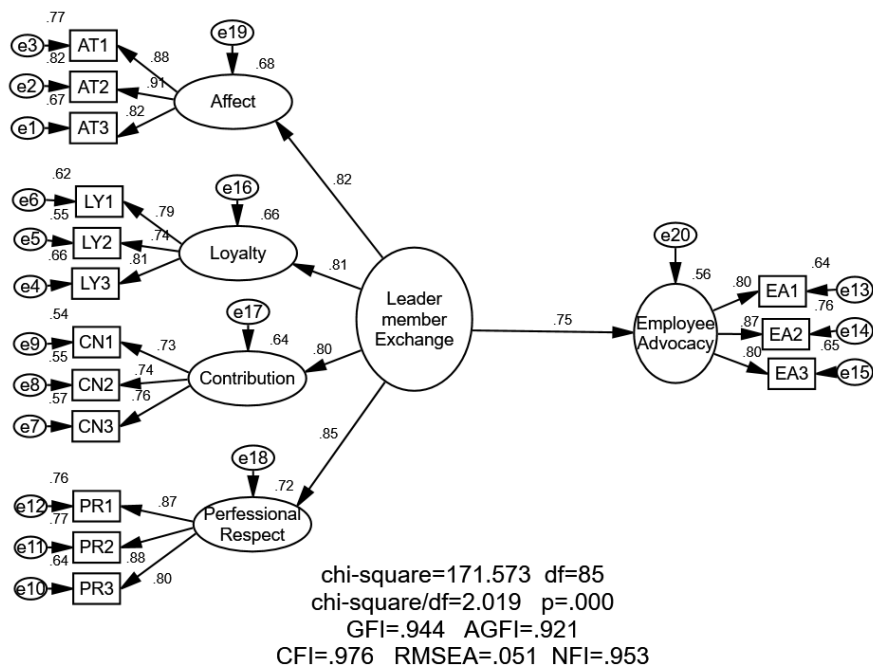


Figure 4 The results of the structural equation model

Discussion

Theoretical Implications

On one hand, the results affirm the importance of adopting a multidimensional perspective to examine Leader-Member Exchange (LMX). Consistent with previous research, our study highlights that the four dimensions of LMX—Affect, Loyalty, Contribution, and Professional Respect—collectively provide a more comprehensive understanding of the relationship between leader and followers (Kapil & Rastogi, 2020). The high Target Coefficient (T-value) of 0.929 demonstrates that the second-order LMX model retains the key information from the first-order four-factor model while simplifying the structure, underscoring the high applicability of the second-order LMX model in the Chinese hotel industry.

On the other hand, this study extends the LMX theory by linking it to employee advocacy, a crucial form of organizational citizenship behavior. The positive and significant relationship between LMX and employee advocacy suggests that high-quality leader-member exchanges foster a supportive and engaging work environment, which in turn encourages employees to actively promote their organization. This finding aligns with the LMX theory, which posits that positive exchanges between leaders and employees enhance mutual trust and commitment, leading to beneficial organizational behaviors (Sethi et al., 2023).

Practical Implications

For hotel managers, these findings provide actionable insights into leadership practices that can significantly enhance employee advocacy. This goal can be achieved by addressing various dimensions of leader-member exchange. Firstly, enhancing affect is crucial. Managers can increase interactions and show genuine care for employee. Secondly, Leaders who demonstrate a commitment to employees' professional growth and well-being can significantly enhance employee loyalty (Abiodun, 2010). Therefore, managers should pay special attention to the growth and development of their employees by providing career development opportunities, support, and training. This commitment will, in turn, increase employee loyalty.

Next, encouraging contribution is vital for promoting employee advocacy. Managers should assign tasks that align with employees' skills and interests, motivating and challenging them, which fosters a greater willingness to contribute (Paarlberg & Lavigna, 2010). Lastly, leaders should enhance their professional skills and provide timely guidance when employees need help, which will strengthen employees' professional respect for their leaders. By doing so, they create an environment where employees feel respected and valued, further encouraging their willingness to advocate for the organization.

Limitations and Future Research

Despite the significant contributions of this study, there are several limitations that should be acknowledged. First, the data were collected from five-star hotels in China, which may limit the generalizability of the findings to other contexts or hotel categories. Future research could explore the applicability of these results in different setting. Second, this study relies on cross-sectional data, which precludes the ability to make causal inferences. Longitudinal studies could provide deeper insights into the influence of LMX on employee advocacy over time. Lastly, while this study focuses on the direct impact of LMX on employee advocacy, future research could investigate potential mediators or moderators of this relationship, which can provide a more nuanced understanding of the mechanisms through which LMX influences employee behaviors.

Conclusion

This study provides compelling evidence that second-order Leader-Member Exchange (LMX) significantly enhances employee advocacy in the Chinese hotel industry. By adopting a multidimensional perspective of LMX, encompassing affect, loyalty, contribution, and professional respect, the research underscores the importance of high-quality leader-member relationships in fostering positive employee behaviors. These findings not only validate the applicability of the second-order LMX model in the Chinese context but also offer practical insights for hotel managers aiming to cultivate a supportive work environment that promotes active employee engagement and brand advocacy.

Reference

- Abbas, M. W., Rafi, N., Dost, M. K. B., & Ali, M. (2021). Role of organizational justice in facilitating LMX and its impact on psychological Well-Being and creativity of employees. *Multicultural Education, 7*(8), 144-155.
- Abiodun, R.-A. (2010). *Leadership Behavior Impact on Employee's Loyalty, Engagement and Organizational Performance: Leadership behavior and employee perception of the organization*. AuthorHouse.
- Akgunduz, Y., Turksoy, S. S., & Nisari, M. A. (2023). How leader–member exchange affects job embeddedness and job dedication through employee advocacy. *Journal of Hospitality and Tourism Insights, 6*(2), 492-508.
- Anand, S., Hu, J., Liden, R. C., & Vidarthi, P. R. (2011). Leader-member exchange: Recent research findings and prospects for the future. *The Sage handbook of leadership*, 311-325.
- Astrachan, C. B., Patel, V. K., & Wanzenried, G. J. J. o. f. b. s. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *5*(1), 116-128.
- Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, T. (2019). When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. *The International Journal of Human Resource Management, 30*(5), 815-834.
- Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of management review, 11*(3), 618-634.
- Doll, W. J., Xia, W., & Torkzadeh, G. J. M. q. (1994). A confirmatory factor analysis of the end-user computing satisfaction instrument. 453-461.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G*Power 3.1: tests for correlation and regression analyses. *Behav Res Methods, 41*(4), 1149-1160. <https://doi.org/10.3758/BRM.41.4.1149>
- Ghorbanzadeh, D., Chandra, T., Akhmadeev, R., Yurievna Aleynikova, M., & Muda, I. (2023). Enhancing Emotional Culture Through Internal Communication: Impact on Employee-Organization Relationships and Employee Advocacy. *International Journal of Strategic Communication, 17*(5), 475-495.
- Gottfredson, R. K., Wright, S. L., & Heaphy, E. D. (2020). A critique of the Leader-Member Exchange construct: Back to square one. *The leadership quarterly, 31*(6), 101385.
- Graen, G., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. *Leadership frontiers, 143*, 165.
- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in organizational behavior*.

- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247.
- He, X., & Yang, Z.-w. (2021). Research on the influence mechanism of brand orientation of five-star hotels on employee brand equity.
- Hui, W., Xiongying, N., & S.Law, K. (2004). MULTI-DIMENSIONAL LEADER-MEMBER EXCHANGE (LMX) AND TTS IMPACT ON TASK PERFORMANCE AND CONTEXTUAL PERFORMANCE OF EMPLOYEES. *Acta Psychologica Sinica*(02), 179-185.
- Insan, A., & Masmarulan, R. (2021). Effects of leader-member exchange and organizational culture on work engagement and employee performance. *Management Science Letters*, 11(3), 879-886.
- Kapil, K., & Rastogi, R. (2020). The relationship between leader-member exchange, work engagement and organizational citizenship behaviour. *Journal of Indian Business Research*, 12(2), 191-214.
- Kim, N. (2016). A robustified Jarque–Bera test for multivariate normality. *Economics Letters*, 140, 48-52.
- Kumar, S., Kapoor, B., & Shah, M. A. (2024). Contemporary Issues and Challenges Facing the Hospitality Industry. In *The Framework for Resilient Industry: A Holistic Approach for Developing Economies* (pp. 55-64). Emerald Publishing Limited.
- Latvala, T. (2017). Employee Advocacy on Social Media: The role of management in enhancing employee advocacy.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of management*, 24(1), 43-72.
- Liu, Z., Guo, Y., Liao, J., Li, Y., & Wang, X. (2022). The effect of corporate social responsibility on employee advocacy behaviors: a perspective of conservation of resources [Article]. *Chinese Management Studies*, 16(1), 140-161. <https://doi.org/10.1108/cms-08-2020-0325>
- Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First-and higher order factor models and their invariance across groups. *Psychological bulletin*, 97(3), 562.
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader–member exchange (LMX) and performance: A meta-analytic review. *Personnel psychology*, 69(1), 67-121.
- McNeish, D., & Wolf, M. G. J. P. M. (2023). Dynamic fit index cutoffs for confirmatory factor analysis models. 28(1), 61.
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3), 101764.
- Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of marketing*, 73(5), 122-142.
- Niu, W., Wu, W., & Ma, J. (2022). LMX and employee turnover intention: A social identity approach. *Scandinavian Journal of Psychology*, 63(3), 219-228.
- Paarlberg, L. E., & Lavigna, B. (2010). Transformational leadership and public service motivation: Driving individual and organizational performance. *Public administration review*, 70(5), 710-718.

- Sethi, D., Pereira, V., Chakraborty, T., & Arya, V. (2023). The impact of leader-member exchange, perceived organizational support, and readiness for change on job crafting behaviours in HRM in an emerging market. *The International Journal of Human Resource Management*, 1-30.
- Sharifkhani, M., Pool, K. J., & Asian, S. (2016). The impact of leader-member exchange on knowledge sharing and performance: An empirical investigation in the oil and gas industry. *Journal of Science Technology Policy Management*, 7(3), 289-305.
- Springer, R. (2015). What do your employees think about content marketing? In (Vol. 38, pp. 6-7): ONLINE INC 213 DANBURY RD, WILTON, CT 06897-4007 USA.
- Thelen, P. D. (2019). *Nurturing Employee Advocacy: The Determining Role of Internal Communication*. <Go to ISI>://PQDT:50724841
- Thelen, P. D. (2020). Internal communicators' understanding of the definition and importance of employee advocacy. *Public Relations Review*, 46(4), Article 101946. <https://doi.org/10.1016/j.pubrev.2020.101946>
- Thomas, T. (2020). EMPLOYEE ADVOCACY AS A MARKETING STRATEGY TO POWER BRAND PROMOTION: AN EMPLOYEE PERSPECTIVE. *Marketing & Management of Innovations*(2).
- Tordera, N., Montesa, D., & Martinolli, G. (2020). LMX and well-being: psychological climates as moderators of their concurrent and lagged relationships. *Revista Psicologia Organizações e Trabalho*, 20(4), 1284-1295.
- TYidang. (2013). Leader-Member Exchange and Employee Helping Behavior:A Three-way Interaction Study. *Journal of Management Science*.
- Van Breukelen, W., Schyns, B., & Le Blanc, P. (2006). Leader-member exchange theory and research: Accomplishments and future challenges. *Leadership*, 2(3), 295-316. <https://doi.org/https://doi.org/10.1177/1742715006066023>
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of management Journal*, 37(4), 765-802. <https://doi.org/https://doi.org/10.5465/256600>
- Walden, J. A., & Kingsley Westerman, C. Y. (2018). Strengthening the tie: Creating exchange relationships that encourage employee advocacy as an organizational citizenship behavior. *Management Communication Quarterly*, 32(4), 593-611.
- Yang, C., Chen, Y., Zhao, X., & Hua, N. (2020). Transformational leadership, proactive personality and service performance. *International Journal of Contemporary Hospitality Management*, 32(1), 267-287. <https://doi.org/10.1108/ijchm-03-2019-0244>
- Yeh, Y.-P. (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management*, 36, 94-100. <https://doi.org/https://doi.org/10.1016/j.jairtraman.2014.01.002>
- Zhang, L., Jiang, H., & Jin, T. (2020). Leader-member exchange and organisational citizenship behaviour: The mediating and moderating effects of role ambiguity. *Journal of Psychology in Africa*, 30(1), 17-22. <https://doi.org/https://doi.org/10.1080/14330237.2020.1721948>